

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Qs &amp; As for DCI-Designate Webster

FROM:

Chief, DDA Management Staff  
7D18 HQS

EXTENSION

NO.

DDA 87-0710

DATE

2 April 87

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/OCA  
7D43 HQS

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Dave,

Bill chose to revise attached question slightly and use as opportunity to advise Judge Webster of what we're up to. Would appreciate your providing this to him.

Distribution:

Original - Addressee  
1 - DDA Registry  
1 - MS Subj  
1 - MS Chron

100-18

QUESTION

The Office of Personnel Management has directed federal agencies to reexamine their personnel systems. Do you expect to reexamine personnel pay levels and benefits in the CIA? Are such examinations currently underway?

RECOMMENDED REPONSE:

A CIA Task Force formed in November 1986 will soon complete an extensive examination of how we recruit, retain and reward our employees and manage their careers. The Task Force has concluded that the existing personnel system can not cope with problems associated with today's work force and will be even less effective in the coming decade. Specific areas of concern facing us include:

- The need for a larger percentage of experts to deal with increasingly complex intelligence problems -- individuals who have highly marketable skills in the private sector.
- The private sector is able to offer compensation packages that diminish our applicant pool and lure our fully cleared, experienced employees.
- The rapid rate of technological change in some areas makes continuing reeducation imperative.
- Because dual-career couples and single parent families are a fact of life, we must adjust our system to accommodate them or watch our work force diminish.

The Task Force is building on Agency experiments with alternatives to the General Schedule begun in 1985 in our Office of Communications and with our secretarial work force. These experiments introduced different job classification and pay systems with specific career progression criteria. We have learned from these experiments, and those of other agencies, that we can improve our personnel management system by establishing broader pay bands than the General Schedule and by more directly relating pay to performance instead of longevity.

Project teams and panels of experts assisting the Task Force are studying issues including career development, training, performance appraisals and overall benefits. They are also examining 17 major career specialties to propose logical pay and performance levels and develop criteria for career progression in each specialty. The next step will be to have the Task Force examine all this information and develop a proposal for consideration.

We are looking for a proposal that recognizes the unique skills and performance of our employees and the unique demands we place on them. Concepts being considered include a more flexible pay structure tying pay more closely to performance, improved benefits that are more relevant to our employees' needs, dual career tracks enabling us to develop both a cadre of managers and of experts, and expanded training opportunities. We are keeping our Congressional Oversight Committees, the Office of Personnel Management, and the Office of Management and Budget informed regarding our efforts.